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STRENGTHENING CIVIL SOCIETY: PROGRESSIVE STRATEGY OR SMOKESCREEN?

-Workshop Report-

October 1997

South Asia Partnership Canada

Annual Forum

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South Asia Partnership Canada
Annual Forum, 1997

Strengthening Civil Society: Progressive Strategy or Smokescreen?

WORKSHOP REPORT

Workshop series organized by SAP Canada
in collaboration with
North-South Institute and
International NGO Training and Research Centre

This event was made possible thanks to the generous support of:
Canadian Centre for Foreign Policy Development
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North-South Institute

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Introduction

This document is a summary report on the South Asia Partnership Canada 1997 Annual Forum on *Strengthening Civil Society: Progressive Strategy or Smokescreen?*, held in Ottawa, Calgary and Antigonish between October 1-8. It provides an overview of the workshops, including key outputs, lessons learned in terms of planning and organizing the workshop and follow-up. The substantive content of workshop presentations and discussions are not included: they are being prepared as a sourcebook on civil society and will be completed by May 1998.

The Issues

In NGO and donor circles, everyone is talking about civil society — about the role of not-for-profit associations, autonomous from the state, in assisting locally and internationally disadvantaged communities and in protecting democracy. Many of us are trying to understand what civil society means to our work within Canada and abroad. As a concept, does it place our efforts in a broader, more empowering context? Does it divert resources from assisting those who are disadvantaged? Does it reflect an abrogation of responsibilities on the part of the government? Practically, how do organizations go about strengthening civil society? Is the concept too vague to be useful? Is this a new approach — have we changed what we do or the way in which we do what we do? How do we develop the needed analytical tools to help NGOs plan, implement and assess civil society strategies more effectively? What are the pros and cons to this approach?

The Workshops

These questions deserve exploration. To this end, South Asia Partnership held a series of workshops on *Strengthening Civil Society: Progressive Strategy or Smokescreen*? in three locations across Canada. The workshops involved a total of 218 participants, 10 resource people from South Asia, 2 from the U.K. and 38 from Canada.

Overview of the Workshops

Location	Dates	Host	# of Part.	# of Resource People from South Asia	Can	UK
Ottawa, Ontario	Oct. 1-3	SAP-Canada (held at IDRC)	93	8	15	2
Calgary, Alberta	Oct. 6-8	Division of Int'l Dev., U of C	47	5	11	1
Antigonish, Nova Scotia	Oct. 6-8	Coady Int'l Institute	78	5	13	1
TOTALS			218	10[1]	38[1]	2[1]

1. This figure does not equal the sum of those above since several resource people participated in more than one workshop.

Workshop Program Partners and Hosts

- International NGO Training & Research Centre, U.K.
- North-South Institute, Ottawa
- Division of International Development, University of Calgary, Alberta
- The Coady International Institute, Antigonish, Nova Scotia

Funds

In addition to SAP Canada core program funds provided by CIDA Partnership Branch, and registration fees generated, funds for the workshop were also received from:

- Canadian Centre for Foreign Policy Development
- International Centre for Human Rights and Democratic Development
- International Development Research Centre
- North-South Institute

Conclusions

The workshop series was an exciting and ambitious event for SAP Canada that generated a great deal of interest across, and even outside of, the country. It was a valuable exercise that achieved our objectives of:

- expanding and engaging our constituency
- establishing new institutional partnerships in Canada and internationally
- facilitating learning on global issues affecting grassroots development in Canada and South Asia

We succeeded in initiating an exploration and debate on the topical issue of *civil society* among a diverse group of organizations. We provided 200 participants with an opportunity to: understand civil society as a theoretical concept, reflect on different cultural interpretations and experiences of civil society in South Asian countries and Canada, know more about donor policies and strategies concerning civil society, and share experiences on effective ways of working to strengthen civil society in Canada and South Asia.

Follow-Up: Resource Book on Civil Society

The papers, publications, contacts and information collected in the process of developing the workshops, and the analysis and discussion generated during the workshops represent a significant body of information on civil society. With support from the Trillium Foundation, SAP Canada will synthesize this information and produce a resource book on civil society. This book will serve to help organizations in Canada and elsewhere continue the dialogue and strengthen their partnerships and programming on civil society.

The resource book will include the basics of civil society theory, concepts, donor policies, critical analysis, approaches, case studies and guidelines for action and resources and contacts as generated by the workshop process. The resource book will:

- clarify goals, objectives, assumptions and expectations with respect to civil society
- describe and assess strategies and programs
- provide guidelines and case studies for action and collaboration

October 1/6, Session A: CONCEPTS OF CIVIL SOCIETY

This session set the stage for the discussions, strategies and recommendations of the workshop. It introduced the topic and provided information on key issues about the approach and the concept.

October 1/6, Session B: CIVIL SOCIETY IN CANADA AND SOUTH ASIA

This session compared different civil society environments, status and relations in Canada and in each South Asian country. Participants gained a greater understanding of similarities and differences in the use of the concept and in approaches to civil society relations between these different countries.

October 2/7, Session C: CIVIL SOCIETY AS A DEVELOPMENT STRATEGY

This session examined civil society as an emerging strategy for development and social change. Participants looked at the underlying rationale, understanding, assumptions and expectations of NGOs, governments and donors.

October 2/7, Session D: CASE STUDIES IN STRENGTHENING CIVIL SOCIETY

In this session participants analyzed case studies of various donor, Northern NGO and Southern NGO approaches to strengthening civil society. In smaller groups, participants and South Asian/Canadian resource people developed criteria to assess what constitutes effective strategies for strengthening civil society.

October 3/8, Session E: PARTNERSHIPS FOR CIVIL SOCIETY

The need for collaboration among civil society groups in order to work more effectively for sustainable development is widely accepted. Participants and resource people explored how to best go about facilitating the necessary collaborations among civil society and other sectors through a discussion of barriers to collaboration and strategies to overcome these barriers.

Concept

Topic:

- "cutting edge", emerging, global topic; SAP was first to bring this discussion to the NGO community in Canada; a focus on South Asia, but generated interest beyond those working in South Asia
- explored many facets of a single issue, versus last year's forum which gave an overview of multiple topics
- issue is relevant to SAP: now using the terminology, participating in international civil society networks and describing work in terms of strengthening civil society

Regions:

- Coady had good participation but highly dependent on 54 Coady students
- Calgary had lower than anticipated attendance
- good idea to expand the Annual Forum to the east and west, although stronger partnerships with our regional hosts in the design and promotion of the workshops may have resulted in larger audiences and made the workshops more effective

Program

The workshops aimed to:

- explore the diversity of concepts of, and attitudes towards, strengthening civil society, particularly in Canada and among South Asian countries
- share information on approaches to strengthening civil society and identify appropriate strategies towards this end for Canadian and Southern NGOs

Results:

- good exploration of theory, concepts and issues; less clear outcomes of tool/direction-building exercises
- wealth of publications, information generated which will be shaped into a practical resource book/primer on civil society for NGOs
- expanded constituency
- good visibility for SAP
- new international/local institutional connections

Process:

- an early start to planning was an improvement over last year, but should start even earlier for next year: have topic by December, partners by February, speakers before the summer
- more time and structure was needed for the discussion group sessions
- 4 month full time contract for workshop coordinator to manage promotion, registration and logistics was key to successful implementation

Speakers/Resource People

Identification and Selection of Speakers

- generally high quality speakers
- the process of finding speakers is very time consuming. Should start to select speakers much earlier.
- should maintain an inventory of organizations and people as potential resources for future SAP activities
- should move beyond mainstream to speakers from the grassroots when seeking resource people
- should look out for other organizations doing interesting work for future partnerships - in Canada, the U.S., South Asia, Europe, and the U.N. system

Promotion/Registration

- Ottawa worked well thanks to the steady stream of promotional information and despite the lack of confirmed speakers and program on initial materials
- should have produced a poster, sent brochure by mail, and focused more on media
- needed stronger promotion in eastern and western Canada

Funding and Budget

- need signed agreements with workshop partners and hosts before major organizing begins
- start fundraising process much earlier: at least 8 months in advance

Ottawa Workshop

22 evaluation forms were received from the Ottawa workshop, representing the views of 24% of the 93 participants (although several participants came only to individual sessions).

Participants were pleased with the workshop: 84% rated it excellent, while the rest rated it between average and excellent. They especially appreciated the "full, wide discussion on civil society issues, (and that there was a lot) of experience related from the ground in both Canada and South Asia". Another participant felt that there was a "good exploration of and debate around civil society. I learned of new possibilities and opportunities for involvement in the community".

Also contributing to the success of the workshop, according to the participants, were the resource people (73% of respondents rated them "excellent", the remainder rated them between "average" and "excellent"). Several participants commented that the resource people "helped further thinking and give ideas that can be implemented". One participant noted the gender balance among resource people: 55% of the 25 resource people were women, as were exactly half of the eight South Asian resource people.

The most useful sessions, according to the participants, were the sessions on: Theory and Concepts of Civil Society presented by Dr. Neera Chandhoke (found useful by 95% of respondents); Reflections on Civil Society in Canada (79%); and Ideas for Canadian, South Asian and North/South Collaboration (74%).

Half of the respondents did not feel there was anything missing from the workshop, while others felt that more time should have been devoted to the "smokescreen" aspect of strengthening civil society, donors who fund NGOs, the influence of globalization on development, developing follow-up strategies, and elaboration on practical case studies. Also, some found that the discussions were a little too academic and in-depth, or simply presented too much information at one time. Some respondents indicated that they would have appreciated more time for group discussions.

Constituency

Based on the 19 responses to this question, the workshop participants primarily represented organizations involved in capacity development and training (58% of respondents), program/project development and management (53%), community development (42%), advocacy (31%) and research (31%).

Calgary Workshop

Only 6 evaluation forms were received from the Calgary workshop, representing the views of only 13% of the 47 participants (although several participants came only to individual sessions).

The respondents had mixed views about the forum overall: 2 rated it "excellent", 3 rated it "average", and 1 rated it "poor". Participants enjoyed discussing concepts and theories of civil society and the sharing of knowledge, experiences and ideas that took place.

In terms of resource people, 2 respondents found them to be excellent while 4 gave them an average rating.

The most useful sessions, according to the 5 respondents to this question, were the sessions on: Theory and Concepts of Civil Society (found useful by 4/5 of respondents); Reflections on Civil Society in South Asia (3/5); Donor/Development Policies and Strategies (2/5) and Ideas for Canadian, South Asian and North/South Collaboration (2/5).

The respondents also made some comments on what they found to be lacking or weak in the workshop. One commented that most of the presentations were too academic, while another thought that the debate was on a superficial level. There was also a comment that there was too much emphasis on maintaining existing systems and relationships. Also, one the respondents reflected a view shared by several participants that more attention should have been paid to the impact of globalization and the agendas of transnational corporations on the roles of government and donors.

Constituency

Based on the 6 responses to this question, it appears that the workshop participants were involved in advocacy (4/6), community development (4/6), program/project management (2/6), and research, teaching and academic activities (2/6).

Coady Workshop*

13 evaluation forms were received from the Coady workshop, representing the views of 17% of the 78 participants.

Overall, the participants were split half and half in finding the workshop excellent versus average. They especially appreciated the case studies and group discussions due to the shared stories and lived experiences. Also, respondents liked the composition of participants and resource people, and found the facilitators to be good. One respondent summed up a common theme by stating: "I loved the participation of the Coady students! This made the learning very rich."

The Coady participants were fairly evenly split in their assessment of the resource people, ranging from "average" to "excellent". One respondent highlighted that "despite the fact that the topic faced a lot of criticism, the facilitators laboured to make the participants follow up to the end". Again, the presence of the Coady students represented a valuable pool of resource people.

The most useful sessions, according to the participants, were the sessions on: Donor/Development Policies and Strategies (found useful by 10/12 of respondents); Theory and Concepts of Civil Society (9/12); Case Studies and Principles for Action (9/12); and Reflections on Civil Society in South Asia (6/12).

Some participants felt that the resource people should have had more in-depth ideas on their themes, and for others the presentations were too academic or the concepts were not sufficiently clarified. In terms of format, one of the respondents noted that the small group discussions were much more valuable and energizing than the larger group sessions, and some commented that they would have liked more time in these discussion groups, and more time for participants to speak and ask questions. Two other respondents would have liked to see more discussion on the roles of the World Bank and the IMF in relation to donor agencies and the destiny of civil society.

Constituency

Based on the 10 responses to this question, it appears that the workshop participants primarily represented organizations involved in community development (9/10 of respondents), program/project development and management (6/10), capacity development/training (6/10) and advocacy (4/10).

* 55 participants at this workshop were full-time students of the Coady International Institute.

ANNEX 1: WORKSHOP PROGRAM

Oct. 1/6, Session A: CONCEPTS OF CIVIL SOCIETY

Topic	Ottawa	Calgary	Coady
Welcome	*Richard Harmston* *Alison Van Rooy*	*Caryl Abrahams* *Richard Harmston*	*Mary Coyle* *Linda Moffat* *Alison Van Rooy*
Introduction to the Workshop and Review of Program	*Brian Pratt*	*Brian Pratt*	*Andrew Clayton*
The Relevance of the Civil Society Concept	*Neera Chandhoke*	*Neera Chandhoke*	*Johan Saravanamuttu*
Relevance of Civil Society to Participants and their Organizations: Key Issues & Questions	Facilitated by: *Brian Pratt* Wrap-up: *Neera Chandhoke*	Facilitated by: *Brian Pratt* Wrap-up: *Neera Chandhoke*	Facilitated by: *Andrew Clayton* Wrap-up: *Johan Saravanamuttu*

Oct. 1/6, Session B: CIVIL SOCIETY IN CANADA AND SOUTH ASIA

Topic		Ottawa	Calgary	Coady
Civil Society in Canada		*Don McRae* *Monica Patten*	*Ann McGrath*	*Jim Bickerton*
Summary of Highlights		*Gauri Sreenivasan*	*Pam Foster*	*Linda Moffat*
Civil Society in South Asia				
	Bangladesh:	*Hameeda Hossain*	*Hameeda Hossain*	*Philip Biswas* *Faruq Faisel*
	India:	*Neera Chandhoke* *Rajashi Mukherjee*	*Neera Chandhoke*	*Rajashi Mukherjee*
	Nepal:	*Rohit Nepali*	*Rohit Nepali*	*Hem Sthapit*
	Pakistan:	*Mohammad Tahseen*	*Mohammad Yunus*	*Mohammad Tahseen*
	Sri Lanka:	*W.P.P. Abeydeera* *Padma Ratnayake*	*Padma Ratnayake*	*W.P.P. Abeydeera*

ANNEX 1: WORKSHOP PROGRAM

Plenary: Summary and Comparison of Highlights	*Gauri Sreenivasan*	*Pam Foster*	*Linda Moffat*
Closure	*Brian Pratt*	*Brian Pratt*	*Andrew Clayton*

Oct. 2/7, Session C: CIVIL SOCIETY AS A DEVELOPMENT STRATEGY

Topic	Ottawa	Calgary	Coady
Policies, Practices and Current Thinking of Aid Agencies	*Scott Wade* *Sonam Yangchen* *Nancy Thede*	*Ruth Shapiro*	*Warren Allmand*
Donor Strategies for Supporting Civil Society: Key Findings from North-South Institute Research Project	*Alison Van Rooy*	Presentation by: *Pam Foster*	*Alison Van Rooy*
Discussion Groups: Organizational Roles, Objectives and Expectations Towards Supporting Civil Society			

Oct. 2/7, Session D: CASE STUDIES IN STRENGTHENING CIVIL SOCIETY

Topic	Ottawa	Calgary	Coady
INTRAC's Experience with the Civil Society Debate	*Brian Pratt* *Andrew Clayton*	*Brian Pratt*	*Andrew Clayton*
Case Study Roundtables			
Building Community Initiative	*Rohit Nepali* *Dennise Albrecht*	*Rohit Nepali* *Fred Robertson*	N/A
Building Gender Equity/ Addressing Systemic Discrimination (Calgary)	*Hameeda Hossain* *Duy Ai Kien*	*Hameeda Hossain* *Rosemary Brown*	N/A
The Challenge of Activism	*Mohammad Tahseen* *Josephine Grey*	N/A	*Mohammad Tahseen* *Ruth Schneider*

ANNEX 1: WORKSHOP PROGRAM

Civil Society and the Corporate/Private Sector	*Padma Ratnayake* *Dal Brodhead* *Duff Conacher*	*Padma Ratnayake* *Laurie Stretch*	N/A
Supporting Community and Women's Empowerment	N/A	N/A	*Rajashi Mukherjee* *Katherine Reed* *Gertrude MacIntyre*
Sector-Based Collaboration and Government Relations	N/A	N/A	*W.P.P. Abeydeera* *John Kearney*
Plenary: Principles for Action	*Brian Pratt*	*Brian Pratt*	*Andrew Clayton*
Reception/Dinner			

Oct. 3/8, Session E: PARTNERSHIPS FOR CIVIL SOCIETY

Topic	Ottawa	Calgary	Coady
Film: ***Partners...the Sum is Greater***	*Caledon Institute*	N/A	N/A
Summary of Social Partnerships Project	*Pamela Mollica*	N/A	N/A
Civil Society Partnerships	*Al Hatton*	*Lewis Perinbam*	*Chris Bryant*
Respondent: Perspective from South Asia	*Hameeda Hossain*	*Hameeda Hossain*	*Mohammad Tahseen*
Roundtables on Collaboration			
Canadian Collaboration	*Gauri Sreenivasan*	*Cesar Calo*	*Mary Coyle*
South Asian Regional Collaboration	*Joseph Keve*	*Joseph Keve*	*Mohammad Tahseen*
North/South Global Cooperation	*Peggy Teagle*	*Rebekah Seidal* *Caryl Abrahams*	*Wilf Bean*
Plenary: Ideas for Collaboration	*Brian Pratt*	*Brian Pratt*	*Andrew Clayton*
Summary, Follow-Up and Closing Remarks	*Brian Pratt* *Alison Van Rooy* *Richard Harmston*	*Brian Pratt* *Richard Harmston*	*Andrew Clayton* *Alison Van Rooy* *Linda Moffat* *Mary Coyle*

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